

U.S. Air Force commission through the ROTC. Later he received advanced business degrees from Ohio State University and Indiana University.

He had a eight-year stint at the U.S. Air Force Academy in Colorado, rising to head the Department of Economics, Geography and Management. After retiring from the Air Force in 1981 he joined the faculty of the University of Wisconsin-Stevens Point, where he headed the division of business and economics. From that job he came to U of L.

After his stint at Doe-Anderson, Taylor returned to U of L convinced that the business school was not keeping up with the world outside, so he set up teams of faculty to reorganize the school.

"I said, 'Look, gang, we are not adapting quickly enough. We've got to do something different so that we have the same sense of urgency, the same flexibility that our students must have if they're going to be successful in business.'"

The response, Taylor acknowledged, was not overwhelming. One faculty member said he'd left the business world because "I didn't want that kind of frenzy."

And some of the results weren't successful. But such stumbles are part of progress, Taylor believes, and the school has made progress. When he came back from his sabbatical, he set long-range goals for the school.

He wanted it to achieve national recognition for its public administration programs. That recognition is coming, and the school's overseas programs are gaining an international reputation and alumni base.

He wanted the schools entrepreneurial program to start new, student-run businesses. That effort is beginning to get off the ground through a venture-capital fund, a telecommunications research center intended to incubate new businesses and the aid of former business executives on the faculty.

He wanted the school's endowment to top \$25 million. It has topped \$21 million and is growing.

In Louisville's business community the school's reputation is increasingly solid, in no small part because of Taylor's own credibility. Civic figures who have worked with him say he has been a prescient advocate—sometimes the first—for coming economic trends.

He was one of the first voices in the community to preach the importance of new technology and the Internet.

Doug Cobb, who was until recently president of Greater Louisville Inc., said Taylor "is the original champion of the idea that Louisville needs to be more entrepreneurial."

Cobb, himself one of the city's foremost advocates of entrepreneurial activity, said he feels like "I walk in his steps a little bit."

To Taylor, this kind of trailblazing is part of the job. "I feel like my responsibility to this community is that we have to be on the leading edge, and somebody has to be telling people what is happening."

It has not always been rewarding work, and by his own account Taylor has not always been successful. In the early 1990s, he foresaw a coming shortage of workers in the community and began urging measures to attract immigrants to Louisville.

But when he proposed such steps to a committee planning economic-development strategies for the community, the reception was hostile. "I'll never forget. A couple of aldermen and other people just berated me, saying we've got unemployed in this community we've got to help first."

Without rancor, Taylor characterized that period as his "biggest failure" to direct the community's attention to an important issue.

Now, of course, employers are straining to find qualified workers. Civic leaders are pondering how to ensure that the community will have enough workers in the future to support economic growth—and one of the strategies is to attract immigrants.

"I think if we had been prepared, we wouldn't have had the pressure on our work force that we have today, and we could be bringing in more people than we bring in now," he said.

That's an opportunity missed. Taylor now is pushing the community's business leaders not to miss other opportunities that he sees, particularly in rapidly evolving technologies.

Traditionally, Taylor said, Louisville has been content to follow economic trends. That's got to stop, he said. "I'm saying the trends are occurring so quickly we can't afford a time lag. We have to go and grab it."

Taylor is already pushing his faculty to what he sees as emerging possibilities for global education—a degree program that involves courses in two countries, two universities, two languages, two cultures.

"That's my new vision," he said, and he admits that when he espouses it "some people are looking at me like I've gone off the deep end."

To his friends, that's just vintage Bob Taylor.

"He's such an individualist," Samuels said. "He enjoys ideas that are in the unconventional vein. And I've got so much respect for his judgment. I think he'd make a wonderful CEO."•

NATIONAL COUNTY GOVERNMENT WEEK

• Mr. GRAMS. Mr. President, I rise today to salute the work of the 3,072 county governments nationwide, and in particular the work of the 87 counties in my home State of Minnesota. Counties are often an invisible, but extremely important part of our intergovernmental system. As we enter the new millennium, it is important to review our past as we look to the future.

County governments began as a response to the needs of the early settlers of our country, tracing their beginnings to the roots of the Anglo-Saxon local government 1,000 years ago. Counties first appeared in colonial America, making them older than the Republic itself.

Traditionally, counties performed state-mandated duties which included assessment of property, record-keeping, such as property and vital statistics, maintenance of rural roads, and administration of election and judicial functions. Today, counties are moving rapidly into other areas, undertaking programs relating to consumer protection, economic development, employment training, planning and zoning, and water quality, to name just a few.

During the week of April 9-15, counties across the country are celebrating National County Government Week. This celebration is an annual event for

counties. First held in 1991, the goal of National County Government Week is to raise public awareness and understanding about the roles and responsibilities of the Nation's counties.

More than 1,000 counties annually participate in National County Government Week by holding a variety of programs and events at the national, State and local levels. These include tours of county facilities, presentations in schools, meetings with business and community leaders, recognition programs for volunteers, briefings on environmental projects, and the adoption of proclamations.

There is a theme each year for National County Government Week. This year, the theme is "Honoring Volunteers." The National Association of Counties will recognize the top county volunteer programs in the country at a ceremony April 13 in Washington, D.C. Counties will receive awards for their "Acts of Caring" efforts that they undertook using volunteers to improve their country's quality of life.

I know that NACo has encouraged counties to hold a town meeting this week during National County Government Week or launch a series of community-wide dialogues to solicit citizen participation in identifying the community's most pressing issues and establishing a comprehensive vision for the future. I hope many Minnesota counties will participate in these activities.

NACo has also suggested that, as we enter the new millennium, counties reflect on the past and prepare for the future. As part of that process, counties may want to apply for the designation of Millennium Community. This designation, presented by the White House Millennium Council, is given to counties and cities that have established programs that "Honor the Past—Imagine the Future."

One of NACo's priorities for this year is economic development. The organization is encouraging counties to create and expand businesses, noting the fact that businesses not only provide jobs, but also keep taxes in check. Therefore, counties have been encouraged to promote economic development programs.

Mr. President, I am pleased to rise today to support the efforts of our county governments not only in Minnesota, but throughout the country. National County Government Week will again be successful in raising public awareness of the good work of our nation's county governments and how they help improve the lives of their residents.•

EXECUTIVE AND OTHER COMMUNICATIONS

The following communications were laid before the Senate, together with